

## Behavioral Indicators for U.S. Army Corps of Engineers Leadership Talent

<b>DIRECTION</b>		
Competency	Weak	Strong
<b>Vision:</b> The capacity to create and project beneficial stimulating images that can inspire dedication.	Thinks mostly about daily challenges as they occur. Is tuned in on the past. Will not be the person to excite members about a positive and contributing future.	Creates and projects vivid images into the future to which others become attracted. Communicates these positive images to others in an exciting way. The more vivid the images, the more likely they are to be fulfilled.
<b>Focus:</b> The ability to set a direction, maintain that direction, and make corrections when necessary. Goal oriented.	Will be easily distracted from their goals into diversionary activities. Will spend a great deal of time carrying out activities that have nothing to do with reaching goals.	Goal oriented. Has objectives and is continuously making progress toward those objectives. Have things in mind they want to accomplish. Always is looking for a better way to accomplish an objective. Can help others set goals and keep working toward them.
<b>Strategic Thinking:</b> The ability to do "what if" thinking in imagining and creating paths to future goals.	Deals best with the here and now. Sees things only as they are. Gets overly involved with details. Is often concerned with micro administration.	First seeks a clear understanding of each element of a situation. Makes the fullest possible use of brain power to restructure the elements in the most advantageous way. Has a free flow of new ideas. Most are good writers, can organize ideas and communicate them for use.
<b>Concept:</b> The ability to see and explain how events are connected and integrated.	Is "see it-do it" person. Difficulty explaining "how" or "why" to others. Enjoys tasks and "hands on" responsibilities.	Has a need to explain what happens in life. Enjoys examining information, thinking things through, and figuring out why things happen. Can see the parts and the whole, and move back and forth. Understands the structure, the anatomy of organization. Gathers a broad range of data. The leaders who have concept and the ones who will profit most from additional training or additional experiences.

## DRIVE TO EXECUTE

Competency	Weak	Strong
<b>Achiever:</b> The internal drive to be up and doing, to be working, to be getting things done, energetic.	Absence of internal desire to get things done. Talents may not fit with the work. Is in job for "something to do."	Has a fire in one's belly. Is viewed by others as ambitious. Lives by the work ethic. Works so hard, feels he/she is making more of own talents than do most people. Needs other competencies, especially focus, in order to be effective.
<b>Competition:</b> The desire to win.	Contests are not motivational. Does not want to compare self with others, just does own work. Compares own achievement with own expectations.	Success is winning. Enjoys testing self within a defined frame of reference. Has drive to excel--to be the very best. When working with others, usually gets more done. Cannot accept losing.
<b>Ego Drive:</b> The striving to define oneself as a significant person.	Can not lay claim and commit oneself to big goals where risk is inherent. Settles for average performance. Is content to be a follower. Appreciates a boss who does not expect too much.	Defines oneself by the recognition one receives, the status one perceives one has, and by one's credibility in the eyes of one's associates. Is willing to test self by taking risks. Will strive to excel, to be the very best.
<b>Activator:</b> The drive to make things happen, to be proactive.	Studies, analyzes, talks about what should be done, what others should do. Rarely, if ever, says "Let's do it!" --and gets about it.	Gets things done. Has a bias for action. Delays are extremely frustrating. Is creative. Has sense of urgency. Moves past naysayers and gossipers. Steers clear of enmeshments and legal entanglements. Figures out how to make the system work.

RELATIONSHIP		
Competency	Weak	Strong
<b>Stimulator:</b> The drive to create good feelings in other people.	Expects people to be self motivated. Work atmosphere can be humdrum .	Creates good feelings about staff and work. Brings contagious enthusiasm to work. Knows the importance of creating a growth facilitating emotional environment. Dramatizes the work place. Recognizes important events. Conscious effort to increase peoples satisfactions which come from doing work the people have the talent to do. Celebrates success.
<b>Developer:</b> The drive to help others grow and the capacity for taking satisfaction from each increment of growth of the people with whom they work.	Feels threatened by talented persons; makes life difficult for them. Treats all staff the same, even though members have varying levels of talent.	Takes satisfaction out of each increment of growth of the people with whom works. Knows the importance of talent and recruits to find it. Is committed to helping people be successful. Feels proud of what members are doing right. Is ingenious in how goes about giving away work.
<b>Team:</b> The capacity to get people to help each other use their strengths to achieve their goals.	Will try to do all the work alone or will direct others to do the work, Difficulty getting others to participate in common goals. Lack of cooperation among staff members.	Has a coach like attitude and the ability to get other people to work together to achieve a common goal. Intentionally builds supportive relationships with associates and encourages supportive relationships among staff. Getting results is based on knowing what each member can do and getting each to contribute as often as possible what each does well.
<b>Responsibility/Ethics:</b> The capacity to take psychological ownership for one's own behavior.	May be self serving. Tends to pass the buck. Is quick to judge. Will deflect and blame.	Has an internal set of values which are used as guidelines for selecting what to do and what not to do. Dependable. Will do what says will do. Assumes the people who work for him/her are honest and trustworthy. Is likely not to be influenced by peer pressure to do things that do not agree with own values. Behaves as an owner. Others describe person as honest, ethical and as a person with integrity.
<b>Multi-Relator:</b> The tendency for extending relationships to a wide circle to a wide circle of acquaintances.	Builds life around a small group of close friends.	Enjoys meeting people and wining new friends. Contentiously extends relationships. Customer oriented. Creates networks of relationships and people that can accomplish an agenda. Makes community investments.

MANAGEMENT		
Competency	Weak	Strong
<b>Arranger:</b> The ability to coordinate people and their activities so that work gets done efficiently.	Has a difficult time dealing with change. Builds rigid organization and imposes it upon people.	Anticipates what is needed in terms of human and physical resources and has them there at the right time. Like a good coach, thinks about the best plays in order to win the game. Does "what if" thinking, conceptualizes organization and always seems to have a range of alternatives in mind before putting plan into action.
<b>Performance Orientation:</b> The attitude of being results oriented. The need to measure achievement.	Describes accomplishments in subjective terms. More likely to rate the personality than the performance.	A sense of objectivity pervades management style. Has gift for thinking financially. Sees advantage to moving from strength, and investing time and energy in most productive people. Promotes open, communicative environment where people can tap into available resources and move forward to accomplish their jobs.
<b>Discipline:</b> The need to structure time and environment.	Not much attention to detail. The structure in the work environment has to come from other people or the organization/group will appear to be disorganized.	Brings structure to own life as well as to the lives of those with whom they work. Does what needs to be done. Detail oriented. Generally keeps own feelings under control. Ordinarily will change own behavior when benefits are evident. Are more likely to have good esprit de corps because they behave predictably.